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STATE OF MONTANA

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ORGANIZATION STRUCTURE

MONTANA

STATE HIGHWAY COMMISSION

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JULY 1943

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STATE OF MONTANA
HIGHWAY COMMISSION
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FOREWORD

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The accompanying outline of the organization structure of the Highway Department, approved by the Commission on February 3, 1942, and revised and corrected in minor respects on July 1, 1943, is a development growing out of a comprehensive study in cooperation with the Governor's Reorganization Staff, and the Committee on Reorganization and Economy.

It will be observed that a uniform nomenclature of the various organization units has been adopted, and that there has been established definite responsibility for all operating functions; an arrangement that insures maximum efficiency at a reduced overall operating cost.

Although some established positions remain unfilled, additional employees will not be needed inasmuch as key positions can be filled, whenever deemed desirable, by transferring qualified employees now on the payroll. Similarly, the discontinuance of some of the former positions has been accomplished merely by transfers within the department.

The Commission wishes to acknowledge with appreciation the valuable assistance rendered by and full cooperation received from Griffenhagen and Associates, and from the Governor's Committee on Reorganization and Economy, during the organization study.

MONTANA STATE HIGHWAY COMMISSION

GENERAL SCHEME OF ORGANIZATION

All functions of the department are allocated to three major Divisions - Engineering Division, Administrative Service Division, and Accounting Division.

Operating functions for which the three major Divisions are responsible, are grouped into twelve Sections. Each Section, headed by an appropriate officer, reports directly to the head of the Division embodying the functions of that particular Section. Section Heads constitute a staff to the State Highway Engineer, and each assumes responsibility for the detailed administration of his particular Section.

The field organization comprises ten Districts, each headed by a District Engineer reporting to the Road Construction and Maintenance Section with respect to all matters pertaining to the construction, maintenance and betterment of roads, and the construction and maintenance of those bridges not handled directly by the Bridge Section.

ENGINEERING DIVISION

The Engineering Division embodies seven of the twelve headquarters Sections, and the ten field Districts. Headquarters Sections are designated as follows:

- Construction and Maintenance Section
- Road Program and Design Section
- Project Control Section
- Testing and Research Section
- Traffic and Planning Section
- Bridge Section
- Equipment and Materials Control Section

Construction and Maintenance Section

This Section is headed by a Construction and Maintenance Engineer reporting to the Engineering Division and functioning through four staff subordinates - a Road Construction Engineer, a Road Maintenance Engineer, a Bridge Construction Engineer and an Office Engineer. Instructions issued by either of the four staff subordinates to a District Engineer, are issued in the name of the Construction and Maintenance Engineer, under such delegation of authority as he may choose to allow each of the staff members. The Construction and Maintenance Engineer conducts round-table discussions with District Engineers at headquarters at stated intervals.

Road Program and Design Section

This Section is headed by a Road Program and Design Engineer reporting to the Engineering Division and functioning through three unit heads - a Road Survey Engineer, a Road Plans Engineer, and a Right-of-Way Engineer exercising direct supervision over boundary



surveys and the acquisition of right-of-way. The Right-of-Way Engineer is present, or represented in all plan-in-hand inspections. Additional to the normal functions of this Section, the Road Program and Design Engineer confers with the Bridge Engineer with respect to the location of bridge sites and grade separation structures. The general supervision of road-side development projects in which the federal government may participate, is handled by a staff member responsible to the Road Program and Design Engineer. In line with recommendations of the Reorganization Committee, before final action is taken on any proposed improvement, the plans are submitted to the Traffic and Planning Section for study and recommendation.

Project Control Section

This Section is headed by a Project Control Engineer reporting to the Engineering Division and functioning through three staff subordinates - a Contracts Engineer, an Estimates Engineer, and a Federal Aid Engineer. The functions of checking, verifying and approving payments to contractors on all road and bridge construction projects is included within the scope of the activities of this Section as is also all correspondence and the preparation and handling of documentary material involving the Public Roads Administration and other federal agencies, with the exception of matters involving federal procedure related to the activities of the Equipment and Materials Control Section. Obviously all functions formerly handled by the Office Engineering Section now become responsibilities of the Project Control Section.

Testing and Research Section

This Section is headed by a Materials Engineer reporting to the Engineering Division and functioning through three staff subordinates - a Field Testing Engineer, a Laboratory Testing Engineer, and a Head Research Chemist.

Traffic and Planning Section

Functions usually carried on by the Planning Survey, will be performed by the Traffic and Planning Section. This Section is headed by a Planning Engineer reporting to the Engineering Division and functioning through three staff subordinates - a Statistician, a Traffic Engineer, and a Head Draftsman. This Section is also vested with the duty of reviewing plans for all improvements prior to the submission of calls for construction proposals.

Bridge Section

This Section is headed by a Bridge Engineer reporting to the Engineering Division and functioning through three staff subordinates - a Bridge Plans Engineer, a Bridge Construction Engineer, and a Bridge Maintenance Engineer. The preparation of contract plans constitutes the responsibility of the Bridge Plans Engineer. While the preparation of project-agreement estimates, special contract provisions,

and progress and final estimates is a function of the Bridge Section all such material clears through the Project Control Section in the same manner that similar material involving road contracts is cleared for checking, verifying approval, and processing. The Bridge Maintenance Engineer exercises control of drilling operations, and assumes responsibility for subsoil surveys, in addition to duties involving repair and maintenance work assigned to the Bridge Section by a prearrangement. The supervision of bridge construction normally will be a function of the Construction and Maintenance Section. Only in those instances covered by a prearrangement between the Construction and Maintenance Section and the Bridge Section, approved by the State Highway Engineer, will the bridge Section directly function in a supervisory capacity with respect to bridge construction. The Bridge Engineer confers with the Road Program and Design Engineer respecting the location of bridge sites and grade separation structures.

Equipment and materials Control Section

This Section headed by an Equipment and Materials Control Engineer reporting to the Engineering Division, directly supervises the administrative and operating activities of the headquarters shop, indirectly supervises the administrative activities of district shops, and exercises control over the acquirement of all mechanical and automotive equipment, accessories and materials utilized in connection with state-wide maintenance and construction betterment activity. The assignment of equipment and materials to field districts also is a function of this Section.

ADMINISTRATIVE SERVICE DIVISION

The Administrative Service Division headed by an Office Manager embodies two headquarters Sections - the Office Service Section, and the Processing Section.

Office Service Section

This Section, headed by a Service Manager reporting to the Office Manager, functions as a unit to render office service to all Divisions and Sections of the department. A service including the handling of incoming and outgoing mail, extra stenographic service, messenger service, telephone service, office supply stockroom service, and maintenance and servicing of central files.

Processing Section

This Section headed by a Processing Supervisor reporting to the Office Manager, exercises control over all blueprinting, photographing, duplicating and other related processing services for all Divisions and Sections of the department. Operation of the multilith machine, stencil cutting and mimeographing services also are centralized in this Section.

ACCOUNTING DIVISION

All related accounting and cost-accounting functions are embodied by the Accounting Division, which is headed by a Chief Highway Accountant functioning through three subordinate organization Sections - a Work Control Section headed by a Budget Supervisor, a General Accounts Section supervised by a Head Bookkeeper, and a Tabulating Section headed by a Tabulating Supervisor.

PERSONNEL

Matters relating to field District personnel clear through the Road Construction and Maintenance Section to the Personnel Secretary. Matters relating to headquarters personnel clear through the appropriate Division Head to the Personnel Secretary.

PUBLIC RELATIONS

The Public Relations Secretary exercises functional supervision of Port-of-Entry attendants, and functions with respect to activities related to public contacts, the dissemination of highway information and publicity.

FIELD DISTRICTS

Each Field District, headed by a District Engineer, reporting to the Road Construction and Maintenance Engineer, is vested with responsibility for road construction and maintenance activity within a particular District, and operates through a staff of engineers, mechanics, sectionmen and field crews.

WAR EMERGENCY UNITS

The State Highway Traffic Advisory Committee to the War Department and the State Mileage Administrator are war emergency units set up by the federal government. The latter agency serves the Office of Price Administration, and the Highway Traffic Advisory Committee serves the Transport Unit of the Ninth Service Command through a designated liaison officer, and serves the Office of Defense Transportation in connection with a continuing truck inventory and other designated functions.

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EFFECTIVE OCT 20, 1943

MONTANA HIGHWAY DEPARTMENT
Helena, Montana

October 16, 1943

MEMORANDUM - H. H-103

Relating to Project Control Section

To: Division and Section Heads

It appears desirable to supplement Memorandum HMM-102 with the explanation that creation of the Project Control Section is based on general acceptance of the principle that all correspondence and documentary material involving the Public Roads Administration and other federal agencies associated with the initiation, development, progress and final acceptance of road and bridge projects should clear through one Section of the department.

Accordingly, all material of the nature described together with any and all material involving governmental procedure identified with activities of all sections excepting the Equipment and Materials Control Section, will clear through the office of the Project Control Engineer.

Control of the advertising and issuance of proposals, pre-qualification procedure and the supervision of the receipt of and the opening and recording of construction proposals is likewise a responsibility of the Project Control Section.

Obviously, functions formerly handled by the Office Engineering Section constitute a relatively minor part of the overall responsibility of the Project Control Section inasmuch as assumption of this responsibility calls for close contact with all phases of department activity.


H. W. HOLMES
State Highway Engineer

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MONTANA HIGHWAY DEPARTMENT
Helena, Montana

September 1, 1943

MEMORANDUM

To: All Division Heads, Section Heads
and
District Engineers

In issuing the accompanying corrected organization scheme and descriptive memorandum, attention should be called to certain interdepartmental procedure effective on this date.

Outgoing headquarters correspondence when not signed by the head of either of the three Divisions, will go out over the signature of the individual heading the Section from which the correspondence emanates regardless of who may prepare the correspondence. To meet those occasions calling for the release of correspondence during the absence of Section heads, the latter will authorize some one individual to sign the correspondence in the name of the Section head. In such instances, the yellow file copy of the reply will be attached to the incoming letter and passed to the desk of the Section head in order that he may become informed promptly upon return to the headquarters office. This same procedure will apply in the case of correspondence handled by any one of the three Division heads.

Incoming mail will be handled as formerly, with the exception that the Section head will be the first recipient of all mail pertaining to his particular section, with the individual directly responsible for the disposition of the matter next in line to receive the communication. The mail and file room will continue to designate the individuals to whom a communication should be routed.

The supervision of bridge construction normally will be a function of the Construction and Maintenance Section. Only in those instances covered by a prearrangement between the Construction and Maintenance Section and the Bridge Section, approved by the State Highway Engineer, will the Bridge Section directly function in a supervisory capacity with respect to bridge construction.

Similarly, the maintenance of bridge structures classifies as a function of the Construction and Maintenance Section, excepting when the nature of the maintenance work involves structural changes or considerations of a structural nature, and then only by a prearrangement approved by the State Highway Engineer.

Memorandum to: All Division Heads,
Section Heads
and District Engineers

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September 1, 1943

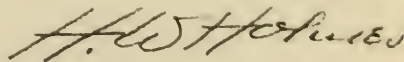
With particular reference to the Engineering Division, it should be emphasized that Section Heads will assume responsibility for the organization and detailed administration of his particular Section. Consequently, Section heads are hereby granted authority and are requested to take all necessary steps toward effective assumption of that responsibility.

If any obstacles arise outside of your jurisdiction that interfere with the proper administration of the functions embodied by your particular Section, please notify me without delay.

Also, it is perhaps well to emphasize that if a Division or Section head, or a District Engineer feels justified, in the interest of the organization as a whole, in criticizing the performance of any individual attached to a Division, Section or District other than his own, that criticism should be recorded with the head of the Division, Section or District to which the offending individual is attached, thus allowing a proper investigation by the head to whom said individual is directly responsible.

Naturally, Division and Section heads and District Engineers will promptly designate some one individual to act in his absence and inform this office accordingly.

It should be pointed out that we have now put into effect 47 of the 49 recommendations set forth in Governor Ford's Executive Order No. 31, incorporating a majority of the recommendations advanced by the Committee on Reorganization and Economy.



H. W. HOLMES
State Highway Engineer

WEST VIRGINIA DEPARTMENT
Highways, Martinsburg

October 19, 1943

MEMORANDUM - HLN-102

Relating to Organization Scheme

To: Division, Section and Unit Heads
and
District Engineers

In issuing the accompanying corrected organization scheme and descriptive memorandum, attention should be called to certain inter-departmental procedure effective on this date.

Outgoing headquarters correspondence when not signed by the head of either of the three Divisions, will go out over the signature of the individual heading the Section from which the correspondence emanates regardless of who may prepare the correspondence. To meet those occasions calling for the release of correspondence during the absence of Section heads, the latter will authorize some one individual to sign the correspondence in the name of the Section head. In such instances, the yellow file copy of the reply will be attached to the incoming letter and passed to the desk of the Section head in order that he may become informed promptly upon return to the headquarters office. This same procedure will apply in the case of correspondence handled by any one of the three Division heads.

Incoming mail will be handled as formerly, with the exception that the Section head will be the first recipient of all mail pertaining to his particular section, with the individual directly responsible for the disposition of the matter next in line to receive the communication. The mail and file room will continue to designate the individuals to whom a communication should be routed.

The supervision of bridge construction normally will be a function of the Construction and Maintenance Section. Only in those instances covered by a prearrangement between the Construction and Maintenance Section and the Bridge Section, approved by the State Highway Engineer, will the Bridge Section directly function in a supervisory capacity with respect to bridge construction.

Similarly, the maintenance of bridge structures/classifies as a function of the Construction and Maintenance Section, excepting when the nature of the maintenance work involves structural changes or considerations of a structural nature, and then only by a prearrangement approved by the State Highway Engineer.

October 15, 1943

It is requested that the heads of the Engineering Division, it should be understood that the heads of the various divisions will accept the responsibility for the organization and the distribution of his particular Section. Some of the heads of the various divisions are requested to be notified and are requested to be notified of the heads of the various divisions of their responsibility.

It is requested that the heads of your jurisdiction that interfere with the proper administration of the functions established by your particular Division, Section, or District, be notified without delay. Moreover, if there develops the slightest doubt relative to the procedure controlling any particular interdepartmental operation, you are urged to promptly request the issuance of a supplemental memorandum definitely clarifying the detail in question.

Also, it is perhaps well to emphasize that if a Division or Section head, or District Engineer feels justified, in the interest of the organization as a whole, in criticizing the performance of any individual attached to a Division, Section or District other than his own, that criticism should be recorded with the head of the Division, Section or District to which the offending individual is attached, thus allowing a proper investigation by the head to whom said individual is directly responsible.

Naturally, Division and Section heads and District Engineers will promptly designate some one individual to act in his absence and keep this office posted accordingly.

It should be pointed out that we have now put into effect 47 of the 49 recommendations set forth in Governor Ford's Executive Order No. 31, incorporating a majority of the recommendations advanced by the Committee on Reorganization and Economy.

Incidentally, a sense of real satisfaction is to be derived from the fact that the combining of construction and maintenance functions, including bridge construction supervision, under a single head, and the grouping of other functions and responsibilities in the manner set forth in our organization scheme, coincides with the scheme of organization recommended and endorsed by Public Roads Administration through H. K. Bishop, Chief, Division of Construction, Washington, D. C. in connection with the revision of the organization schemes of other states.

Naturally, the many uncertainties associated with wartime conditions and the expected return of employees now on leaves of absence combine to preclude anything in the way of permanent assignments and the filling of all vacancies. A circumstance calling for the utmost degree of cooperation on the part of those responsible for the many interrelated activities of the department.

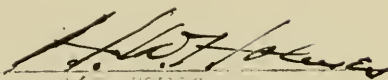


Memorandum - 104-102
Subject: Organization Scheme

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October 15, 1943

Operating procedure and the personnel makeup as set out on
and attached sheet becomes effective October 30, 1943.


H. W. HOLMES
State Highway Engineer

